

Chief Albert Luthuli Municipality

The transparent, innovative and developmental municipality
that improves the quality of life of its people



**Service Delivery and Budget Implementation Plan
(SDBIP)
2017/18**

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A. GLOSSARY

AFS	Annual Financial Statements
AG	Auditor-General
BBBEE	Broad Black Based Economic Enterprise
CALM	Chief Albert Luthuli Municipality
CFO	Chief Financial Officer
COGTA	Department of Co-operative Governance and Traditional Affairs
DoRA	Division of Revenue Act
GRAP	Generally Recognised Accounting Practices
ICT	Information and Communication Technology
IDP	Integrated Development Plan
IMSP	Integrated Municipal Support Plan
KI	Kiloliter
km	Kilometer
KPA	Key Performance Area
KPI	Key Performance Indicator
kwh	Kilowatt hour
LED	Local Economic Development
LGSETA	Local Government Sectoral Education and Training Authority
LLF	Local Labour Forum
MEC	Member of the Executive Committee
MFMA	Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003)
MIG	Municipal Infrastructure Grant
MSA	Local Government: Municipal Systems Act, 2000 (Act No ?? of 2000)
MTEF	Medium Term Expenditure Framework
MTREF	Medium Term Revenue and Expenditure Framework
NEMA	National Environmental Management Act, 1998 (Act No 107 of 1998)
NHNR	National Housing Needs Register
PED	Planning and Economic Development
PMS	Performance Management System
PMSF	Performance Management System Policy Framework
PMU	Project Management Unit
RMU	Ring Main Unit
S121	Section 121 of the Local Government: Municipal Finance Management Act, 2003
S38-41	Section 38 to 41 of the Local Government: Municipal Systems Act, 2000
S57/S54	Section 57/Section 54 of the Local Government: Municipal Systems Act, 2000
S72	Section 72 of the Local Government: Municipal Finance Management Act, 2003
SALGBC	South African Local Government Bargaining Council
SAQA	South African Qualifications Authority
SCM	Supply Chain Management
SDBIP	Service Delivery and Budget Implementation Plan
SLA	Service Level Agreement
SMME	Small, Medium and Macro Enterprises
SPLUM	Spatial Planning Land Use Management
SPLUMA	Spatial Planning Land Use Management Act, 2013 (Act No 16 of 2013)
Strat Plan	Strategic Planning
WSP	Workplace Skills Plan

SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN - 2017/18

1. Purpose of the SDBIP

The Service Delivery and Budget Implementation Plan (SDBIP) 2017/18 is a detailed plan for implementing the delivery of services and the budget for the 2017/18 financial year according to the Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003). It is based on the Council approved revised IDP and MTREF. The SDBIP therefore serves as a contract between the Administration, Council and the community expressing the goals and objectives set by the Council as quantifiable outcomes that can be implemented by the Administration over the next twelve months. The SDBIP facilitates the process of holding management accountable for their performance. It provides the basis for measuring performance in the delivery of services. The Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003) requires the following to be included in the SDBIP of a municipality:

- a) Monthly projections of revenue to be collected for each source
- b) Monthly projections of expenditure (operating and capital) and revenue for each vote
- c) Quarterly projections of service delivery targets and performance for each vote
- d) Ward information for expenditure and service delivery
- e) Detailed capital works plan allocated by ward over three years.

2. Background

The Local Government: Municipal Finance Management Act, 2003 (Act No 56 of 2003) prescribes that each municipality must compile a SDBIP. The mayor of the municipality is required to approve the SDBIP within 28 days after the approval of the budget and table the same at a municipal council meeting, and make the document public no later than 14 days after approval of the information.

The National Treasury MFMA Circular No 13 further states that the SDBIP is a layered plan - once the top layer targets have been set, as in this document, the various departments of the municipality develop the next lower level.

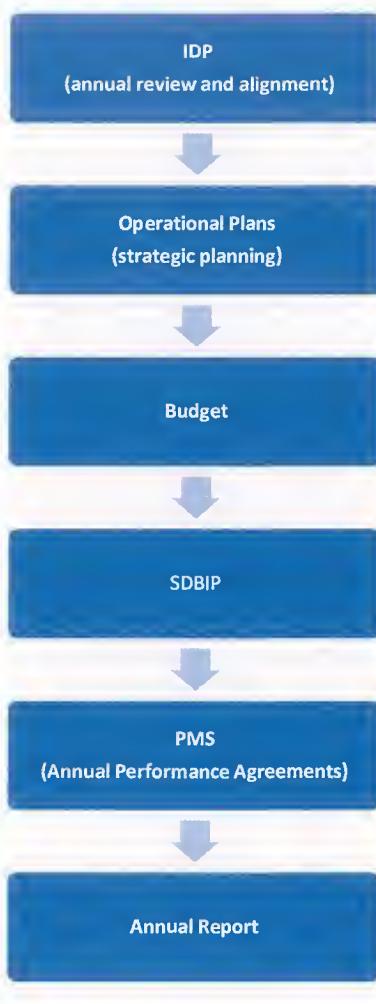
The organisation of the SDBIP is in terms of the following prescribed key performance areas (KPAs):

- Basic Service Delivery
- Municipal Institutional Development and Transformation
- Local Economic Development (LED)
- Municipal Financial Viability and Management
- Good Governance and Public Participation.

The Context of the SDBIP

Municipal strategic planning forms an integral part of the Municipality's annual IDP review and alignment, and budget preparation processes. In turn these processes, in essence, are part of the broader system of performance management within the municipality.

The following figure illustrates the link between and the sequence from the IDP, strategic planning, budget, SDBIP, PMS up to the annual report.



Performance Management System

Chief Albert Luthuli Local Municipal Council has approved a Performance Management System Framework (PMSF) during the 2016/17 financial year. The Performance Management System provides for quarterly and mid-year performance reporting and reviews on the implementation of the SDBIP.

A performance management system is a systematic approach that aligns performance at all levels of an organisation to achieve strategic objectives. It uses measurements to understand, predict and improve organisational performance. The three major components in a typical performance management system are an integrated set of key performance indicators (KPIs) linked to the strategic objectives of the organisation.

Targets are set for each KPA. Key performance indicators (KPIs) are meant to quantify objectives to make them measurable, which is an easy way to navigate service delivery, and to determine if Strategic Objectives were realised or achieved.

Reasons for implementing the Performance Management System (PMS) include the following:

- What gets measured, gets done
- People will do what they are measured and rewarded for

Institutional Framework

Performance management follows a process with the following activities:

(1) Planning

Planning entails the process of balanced scorecard design and target setting (SDBIP). The planning process is informed by the IDP. A performance plan should be finalised at the latest by 30 June so that when the new financial year starts, the performance plan can then be implemented.

Measuring

Performance measurement refers to the use of performance indicators to assess and present the performance level of the municipality. Measurement will entail the following:

- Collection of actual performance data
- Verification of the accuracy of the data
- Validation of the data with the supervisor
- Entering the data in the balanced scorecard reporting table

(2) Review

Identify strengths, weaknesses, opportunities and threats

- Review the Key Performance Indicators
- Allow community participation

As part of the review process, the scorecard (SDBIP) should be audited by the Performance Audit Committee.

The audit must include assessments of the functionality of the municipality's performance management system, whether the performance management system complies with the Act, and the extent to which the municipality's performance measurements are reliable in measuring performance of the municipality's indicators.

Monitoring, Reporting and Review

Monitoring entails a continuous assessment of how the municipality is performing against the set targets. Monitoring will enable the municipality to know in advance whether the targets will be achieved or not, and as a result, put in place corrective measures (if applicable) to ensure that the targets are met.

On the other hand, reporting refers to the process of communicating how well the municipality has performed. To this end, performance reports are prepared, submitted to the relevant structure or body and a discussion is held.

The balanced scorecard (SDBIP) will be reviewed once a quarter. Four performance reports should be produced in a year, one every quarter.

The Performance Audit Committee will review the performance reports at least twice a year. At the end of the financial year, an annual performance review will be undertaken to review performance over the entire year. The results of this review will form part of the Annual Report, as well as serve as the basis for determining the amount of bonus to be paid (where applicable).

3. Monitoring and Evaluation

Chief Albert Luthuli Local Municipal Council has approved a Performance Management System Framework (PMSF) in the 2016/17 financial year, which provides for a performance management system. The performance management system provides for quarterly and mid-year performance reporting and reviews on the implementation of the SDBIP.

4. Strategic Focus of Local Government

In January 2010, Cabinet adopted twelve outcomes within which to frame service delivery priorities and targets as per National Treasury MFMA Circulars No 54 and 55.

The key focus areas and service delivery targets for the 2017/18 financial year are outlined in the following sections of this plan.

(1) Improve the quality of basic education

- ♦ Participating in needs assessments
- ♦ Identifying appropriate land
- ♦ Facilitating zoning and planning processes
- ♦ Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections

(2) Improve health and life expectancy

- ♦ This function was transferred to Province, the municipality only deals with awareness
- ♦ Strengthen effectiveness of health services by specifically enhancing treatment of TB and expanding HIV and AIDS prevention and treatment
- ♦ Continue to improve community health within the municipality
- ♦ Serve infrastructure by providing clean water, sanitation and waste removal services

(3) All people in South Africa protected and feel safe

- ♦ Facilitate the development of safer communities through better planning and enforcement of municipal by-laws
- ♦ Direct the traffic control function towards policing high risk violations rather than revenue collection
- ♦ Metro / municipal police services should contribute by:
 - Increasing police personnel;
 - Improving collaboration with SAPS;
 - Ensuring rapid response reported crimes.

(4) Decent employment through inclusive economic growth

- ♦ Create an enabling environment for investment by streamlining planning application processes
- ♦ Ensure proper maintenance and rehabilitation of essential services infrastructure
- ♦ Design service delivery processes to be labour intensive
- ♦ Improve procurement systems to eliminate corruption and ensure value for money
- ♦ Utilise community structures to provide services

(5) A skilled and capable workforce to support inclusive growth

- ♦ Develop and extend intern and work experience programs in municipalities
- ♦ Link municipal procurement to skills development initiatives

(6) An efficient, competitive and responsive economic infrastructure network

- ♦ Ring-fence water, electricity and sanitation functions so as to facilitate cost reflecting pricing of these services
- ♦ Ensure urban spatial plans provide for communal rail corridors, as well as other modes of public transport
- ♦ Maintain and expand water purification works and wastewater treatment works in line with growing demand.

(7) Vibrant, equitable, and sustainable rural communities and food security

- ♦ Facilitate the development of local markets for agricultural produce
- ♦ Improve transport links with urban centres so as to ensure better economic integration
- ♦ Promote home production to enhance food security
- ♦ Ensure effective spending of grants for funding extension of access to basic services

- (8) **Sustainable human settlements and improved quality of household life**
 - Develop spatial plans to ensure new housing developments are in line with national policy on integrated human settlements
 - Participate in the identification of suitable land for social housing
 - Ensure capital budgets are appropriately prioritised to maintain existing services and extend services
- (9) **A responsive and accountable, effective and efficient local government system**
 - Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality
 - Implement the community work program
 - Ensure ward committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues
 - Improve municipal financial and administrative capacity by implementing competency norms and standards, and acting against incompetence and corruption
- (10) **Protection and enhancement of environmental assets and natural resources**
 - Develop and implement water management plans to reduce water losses
 - Ensure effectiveness, maintenance and rehabilitation of infrastructure
 - Ensure proper management of municipal commonage and urban open spaces
 - Ensure development does not take place on wetlands
- (11) **A better South Africa, a better and safer Africa and world – better local municipality**
 - The role of local government is fairly limited in this area, thus we concentrate on:
 - Ensuring basic infrastructure is in place and properly maintained
 - Creating an enabling environment for investment
- (12) **A development orientated public service and inclusive citizenship**
 - Continue to develop performance monitoring and management systems
 - Comply with legal financial reporting requirements
 - Review municipal expenditures to eliminate wastage
 - Ensure council behaves in ways to restore community trust in local government

5. Financial Plan

Introduction

The financial plan of Chief Albert Luthuli Local Municipality is presented in this section. The financial plan comprises:

- (a) Financial projections for each month of revenue to be collected by source; and operational and capital expenditure, by vote;
- (b) Service delivery targets and performance indicators for each quarter.

5.1.2 Expenditure - Functional

Description	Ref R'000	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework						Year +1 2018/19			Budget Year 2017/18		Year +2 2019/20																		
		July			August			September			October			November			December			January			February			March			April			May			June			Year +1 2018/19		Budget Year 2017/18		Year +2 2019/20	
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Budget	Budget	Budget	Budget											
Expenditure - Functional																																											
Governance and administration	13 371	13 374	13 374	13 374	13 374	13 374	13 374	13 374	13 374	13 374	13 374	13 374	13 374	13 374	13 374	13 374	13 374	13 374	13 374	13 374	13 374	13 374	13 374	13 374	13 374	13 374	13 374	164 530	174 401	184 865													
Executive and council	3 244	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 308	3 305	41 399	43 883													
Finance and administration	10 271	9 871	9 871	9 871	9 871	9 871	9 871	9 871	9 871	9 871	9 871	9 871	9 871	9 871	9 871	9 871	9 871	9 871	9 871	9 871	9 871	9 871	9 871	9 871	9 871	9 871	123 257	130 652	138 492														
Internal audit	185	195	195	195	195	195	195	195	195	195	195	195	195	195	195	195	195	195	195	195	195	195	195	195	195	195	2 217	2 350	2 491														
Community and public safety	4 685	4 618	4 618	4 618	4 618	4 618	4 618	4 618	4 618	4 618	4 618	4 618	4 618	4 618	4 618	4 618	4 618	4 618	4 618	4 618	4 618	4 618	4 618	4 618	4 618	5 353	56 223	59 997	63 173														
Community and social services	1 168	722	722	722	722	722	722	722	722	722	722	722	722	722	722	722	722	722	722	722	722	722	722	722	722	722	5 628	14 016	14 857	15 748													
Sport and recreation	426	426	426	426	426	426	426	426	426	426	426	426	426	426	426	426	426	426	426	426	426	426	426	426	426	426	426	5 115	5 422	5 747													
Public safety	3 091	3 470	3 470	3 470	3 470	3 470	3 470	3 470	3 470	3 470	3 470	3 470	3 470	3 470	3 470	3 470	3 470	3 470	3 470	3 470	3 470	3 470	3 470	3 470	3 470	3 470	(701)	37 093	39 318	41 677													
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-														
Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-														
Economic and environmental services	2 136	2 303	2 303	2 303	2 303	2 303	2 303	2 303	2 303	2 303	2 303	2 303	2 303	2 303	2 303	2 303	2 303	2 303	2 303	2 303	2 303	2 303	2 303	2 303	2 303	469	25 632	27 170	28 800														
Planning and development	1 228	1 253	1 253	1 253	1 253	1 253	1 253	1 253	1 253	1 253	1 253	1 253	1 253	1 253	1 253	1 253	1 253	1 253	1 253	1 253	1 253	1 253	1 253	1 253	1 253	978	14 733	15 617	16 554														
Road transport	908	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	1 050	(508)	10 899	11 553	12 246															
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-															
Trading services	12 574	12 269	12 269	12 269	12 269	12 269	12 269	12 269	12 269	12 269	12 269	12 269	12 269	12 269	12 269	12 269	12 269	12 269	12 269	12 269	12 269	12 269	12 269	12 269	15 619	150 886	159 939	169 535															
Energy sources	7 135	6 905	6 905	6 905	6 905	6 905	6 905	6 905	6 905	6 905	6 905	6 905	6 905	6 905	6 905	6 905	6 905	6 905	6 905	6 905	6 905	6 905	6 905	6 905	6 905	9 436	85 623	90 760	96 206														
Water management	4 144	4 126	4 126	4 126	4 126	4 126	4 126	4 126	4 126	4 126	4 126	4 126	4 126	4 126	4 126	4 126	4 126	4 126	4 126	4 126	4 126	4 126	4 126	4 126	4 126	3 960	49 725	52 709	55 871														
Waste water management	469	474	474	474	474	474	474	474	474	474	474	474	474	474	474	474	474	474	474	474	474	474	474	474	474	474	412	5 624	5 961	6 319													
Waste management	826	728	728	728	728	728	728	728	728	728	728	728	728	728	728	728	728	728	728	728	728	728	728	728	728	728	1 812	9 914	10 509	11 239													
Other	732	270	270	270	270	270	270	270	270	270	270	270	270	270	270	270	270	270	270	270	270	270	270	270	270	5 342	8 778	10 412	13 326														
Total Expenditure - Functional	33 837	32 835	32 835	32 835	32 835	32 835	32 835	32 835	32 835	32 835	32 835	32 835	32 835	32 835	32 835	32 835	32 835	32 835	32 835	32 835	32 835	32 835	32 835	43 864	406 048	431 518	459 699																
Surplus/ (Deficit) before associate	1 582	1 588	1 588	1 588	1 588	1 588	1 588	1 588	1 588	1 588	1 588	1 588	1 588	1 588	1 588	1 588	1 588	1 588	1 588	1 588	1 588	1 588	1 588	1 588	1 588	18 987	24 456	26 151															

References 1. Surplus /Deficit must reconcile with budget Table A3 and monthly budget statement Table C3

Source : MP301 Albert Luthuli – Table SA27/2017/18 Budget

5.1.3 Revenue by Source

Source: MP301 Albert Luthuli – Table SA25 2017/18 Budget

5.1.4 Expenditure by Type

Source : MP301 Albert Luthuli – Table SA25 2017/18 Budget

5.1.5 Revenue By Vote

Description Revenue by Vote R'000	Ref	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework																										
		July			August			September			October			November			December			January			February			March			April			May			June			Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Budget Year 2017/18	Budget Year +1 2018/19	Budget Year +2 2019/20									
Revenue by Vote																																								
Vote 1 - Executive Mayor		-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-											
Vote 2 - Budget and Treasury	126 815	8 821	8 821	8 821	8 821	8 821	8 821	8 821	8 821	8 821	8 821	8 821	8 821	8 821	8 821	8 821	8 821	8 821	8 821	8 821	8 821	8 821	8 821	8 821	8 821	8 821	2 450	361 693	391 430	415 372										
Vote 3 - Corporate Services	165	165	165	165	165	165	165	165	165	165	165	165	165	165	165	165	165	165	165	165	165	165	165	165	165	165	1 977	2 096	2 221											
Vote 4 - Community / Public Safety Services	657	657	657	657	657	657	657	657	657	657	657	657	657	657	657	657	657	657	657	657	657	657	657	657	657	657	7 981	8 460	8 967											
Vote 5 - Public Safety / Public Safety	257	257	257	257	257	257	257	257	257	257	257	257	257	257	257	257	257	257	257	257	257	257	257	257	257	257	287	3 110	3 265	3 461										
Vote 6 - Technical Services	3 669	3 669	3 669	3 669	3 669	3 669	3 669	3 669	3 669	3 669	3 669	3 669	3 669	3 669	3 669	3 669	3 669	3 669	3 669	3 669	3 669	3 669	3 669	3 669	3 669	9 577	49 938	51 369	54 451											
Vote 7 - Planning & Economic Development	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	28	336	356	377											
Vote 8 - Executive Mayor & Council General	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-											
Total Revenue by Vote	131 591	13 597	13 597	107 337	13 597	13 597	13 597	13 597	13 597	13 597	13 597	13 597	13 597	13 597	13 597	13 597	13 597	425.035	456.976	484.849																				

Source : MP301 Albert Luthuli – Table SA26 2017/18 Budget

5.1.6 Capital Expenditure – Standard

Capital Expenditure - Functional R'000	Ref	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework																											
		July			August			September			October			November			December			January			February			March			April			May			June			Budget Year +1		Budget Year +2	
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	2016/17	2017/18	Adjusted Budget	Adjusted Budget	Adjusted Budget	Adjusted Budget	Budget	Year	2018/19	Budget				
Capital Expenditure - Functional																																									
Governance and administration	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-										
Executive and council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-										
Finance and administration	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-										
Internal audit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-										
Community and public safety	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	1 182	39 306										
Community and social services	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-										
Sport and recreation	349	349	349	349	349	349	349	349	349	349	349	349	349	349	349	349	349	349	349	349	349	349	349	349	349	349	349	349	349	349	349										
Public safety	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833	833									
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-										
Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-										
Economic and environmental services	3 583	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	14 417	43 000	20 000	15 000											
Planning and development	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-										
Road transport	3 583	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	2 500	14 417	43 000	20 000	15 000										
Trading services	5 750	6 833	6 833	6 833	6 833	6 833	6 833	6 833	6 833	6 833	6 833	6 833	6 833	6 833	6 833	6 833	6 833	6 833	6 833	6 833	6 833	6 833	6 833	6 833	6 833	(5 038)	69 000	62 109	100 000												
Energy sources	583	583	583	583	583	583	583	583	583	583	583	583	583	583	583	583	583	583	583	583	583	583	583	583	583	583	583	583	583	583	583	583									
Water management	3 917	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167	4 167									
Waste water management	1 250	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083	2 083								
Waste management	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-										
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-										
Total Capital Expenditure - Functional	10 515	10 515	10 515	10 515	10 515	10 515	10 515	10 515	10 515	10 515	10 515	10 515	10 515	10 515	10 515	10 515	10 515	10 515	10 515	10 515	10 515	10 515	10 515	10 515	10 515	17 515	133 185	119 109	154 306												

Source : MP301 Albert Luthuli – Table SA29 2017/18 Budget

5.1.7 Capital Programs and Projects

Municipal Priority or IDP Program IDP Number	Strategic Objective	Project Name	Project Description	Project Segment	Costing Segment	Function Segment	Region Segment (Ward No.)	Municipal Standard Classification	Budget Forecast	
									2017/2018	2018/2019
KPA : BASIC SERVICE DELIVERY										
WATER										
2017/18_CALLM_TEC_0001_MIG	To provide sustainable services infrastructure	MP301_TEC_WAT_Replace ment of AC Pipelines on the Eerstehoek Water Scheme	Replacement of AC Pipelines on the Eerstehoek Water Scheme: Sabatha Section	Capital>Infrastructure>Existing>Upgrade and Additions>Water>Internal Water Reticulation	Default	Function>Water Management>Core Function>Water Distribution	10, 13, 14, 16, 18, 20, 24, 25	Technical Services	R5,000,000	
2017/18_CALLM_TEC_0002_MIG	To provide sustainable services infrastructure	MP301_TEC_WAT_Upgrading of Emanzana water scheme.	Upgrading of Emanzana Water Scheme	Capital>Infrastructure>Existing>Upgrade and Additions>Water>Internal Water Reticulation	Default	Function>Water Management>Core Function>Water Distribution	17, 23	Technical Services	R0	
2017/18_CALLM_TEC_0003_MIG	To provide sustainable services infrastructure	MP301_TEC_WAT_Upgrading of Empuluzi Water Scheme.	Upgrading of Empuluzi Water Scheme	Capital>Infrastructure>Existing>Upgrade and Additions>Water>Internal Water Reticulation	Default	Function>Water Management>Core Function>Water Distribution	4, 5, 7, 9, 11	Technical Services	R10,000,000	
2017/18_CALLM_TEC_0004_MIG	To provide sustainable services infrastructure	MP301_TEC_WAT_Replacement of AC Pipes in Carolina	Replacement of AC Pipes in Carolina	Capital>Infrastructure>Existing>Upgrade and Additions>Water>Internal Water Reticulation	Default	Function>Water Management>Core Function>Water Distribution	15, 21, 22	Technical Services	R5,000,000	R10,000,000
2017/18_CALLM_TEC_0005_MIG	To provide sustainable services infrastructure	MP301_TEC_WAT_Replacement of AC Pipes at Ekulindeni Water Scheme	Replacement of AC Pipes at Ekulindeni Water Scheme	Capital>Infrastructure>Existing>Upgrade and Additions>Water>Internal Water Reticulation	Default	Function>Water Management>Core Function>Water Distribution	12	Technical Services	R7,000,000	R5,000,000
2017/18_CALLM_TEC_0006_MIG	To provide sustainable services infrastructure	MP301_TEC_WAT_Replacement of AC Pipes at Empuluzi Water Scheme	Replacement of AC Pipes at Empuluzi Water Scheme	Capital>Infrastructure>Existing>Upgrade and Additions>Water>Internal Water Reticulation	Default	Function>Water Management>Core Function>Water Distribution	4, 5, 7, 9, 11	Technical Services	R10,000,000	R10,000,000
2017/18_CALLM_TEC_0007_WSIG	To provide sustainable services infrastructure	MP301_TEC_WAT_Refurbishment of Empuluzi Water Scheme	Refurbishment of Empuluzi Water Scheme	Capital>Infrastructure>Existing>Rehabilitation and Refurbishment>Water>Treatment	Default	Function>Water Management>Core Function>Water Treatment	4, 5, 7, 9, 11	Technical Services	R25,000,000	
2017/18_CALLM_TEC_0008_WSIG	To provide sustainable services infrastructure	MP301_TEC_WAT_Refurbishment of Lususwane Water Scheme	Refurbishment of Lususwane Water Scheme	Capital>Infrastructure>Existing>Rehabilitation and Refurbishment>Water>Treatment	Default	Function>Water Management>Core Function>Water Treatment	6	Technical Services	R11,300,000	
2017/18_CALLM_TEC_0009_WSIG	To provide sustainable services infrastructure	MP301_TEC_WAT_Refurbishment of Methula Water Scheme	Refurbishment of Methula Water Scheme	Capital>Infrastructure>Existing>Rehabilitation and Refurbishment>Water>Treatment	Default	Function>Water Management>Core Function>Water Treatment	1, 2, 3	Technical Services	R20,000,000	
2017/18_CALLM_TEC_0010_WSIG	To provide sustainable services infrastructure	MP301_TEC_WAT_Upgrading of Eerstehoek Water Scheme.	Upgrading of Eerstehoek Water Scheme.	Capital>Infrastructure>Existing>Rehabilitation and Refurbishment>Water>Treatment	Default	Function>Water Management>Core Function>Water Treatment	10, 13, 14, 16, 18, 20, 24, 25	Technical Services	R23,700,000	
SANITATION										
2017/18_CALLM_TEC_0011_MIG	To provide sustainable services infrastructure	MP301_TEC_SAN_Upgrading of Empuluzi Waste Water Treatment Works (WWTW)	Upgrading of Empuluzi Waste Water Treatment Works (WWTW)	Capital>Infrastructure>Existing>Refurbishment and Rehabilitation>Waste Water Management>Ponds	Default	Function>Waste Water Management>Core Function>Waste Water Treatment	4, 5, 7, 9, 11	Technical Services	R5,000,000	R5,000,000

Municipal Priority or IDP Program IDP Number	Strategic Objective	Project Name	Project Description	Project Segment	Costing Segment	Function Segment	Region Segment (Ward No)	Municipal Standard Classification	Budget Forecast
									2017/2018 2018/2019 2019/2020
2017/18 CALLM_TEC_0012_MIG	To provide sustainable services infrastructure	MP301 TEC SAN Upgrading of Carolina Waste Water Treatment Works (WWTW)	Upgrading of Carolina Waste Water Treatment Works (WWTW)	Capital>Infrastructure>Existing> Rehabilitation and Refurbishment> Waste Water Management> Treatment	Default	Function> Waste Water Management> Core Function> Waste Water Treatment	15, 21,22	Technical Services	R5,000,000
2017/18 CALLM_TEC_0013_MIG	To provide sustainable services infrastructure	MP301 TEC SAN Upgrading of Ekulindeni Waste Water Treatment Works (WWTW)	Upgrading of Ekulindeni Waste Water Treatment Works (WWTW)	Capital>Infrastructure>Existing> Rehabilitation and Refurbishment> Waste Water Management> Ponds	Default	Function> Waste Water Management> Core Function> Waste Water Treatment	12	Technical Services	R5,000,000
2017/18 CALLM_TEC_0014_MIG	To provide sustainable services infrastructure	MP301 TEC SAN Upgrading of Elkukwatin Waste Water Treatment Works (WWTW)	Upgrading of Elkukwatin Waste Water Treatment Works (WWTW)	Capital>Infrastructure>Existing> Rehabilitation and Refurbishment> Waste Water Management> Ponds	Default	Function> Waste Water Management> Core Function> Waste Water Treatment	10, 13, 14, 16, 18, 20, 24, 25	Technical Services	R10,000,000
2017/18 CALLM_TEC_0015_MIG	To provide sustainable services infrastructure	MP301 TEC SAN Installation of Smartsan or Envirosan Toilets	Installation of Smartsan or Envirosan Toilets	Capital>Infrastructure>New> Waste Water Management> Internal Sanitation Reticulation	Default	Function> Waste Water Management> Core Function> Public Toilets	3, 5, 8, 11, 12	Technical Services	R10,000,000
ROADS									
2017/18 CALLM_TEC_0016_MIG	To provide sustainable services infrastructure	MP301 TEC_RDS Construction of Diepdale Ring Road	Construction of Diepdale Ring Road	Capital>Infrastructure>Existing> Upgrade and Additions> Roads, Pavement, Bridges and Storm Water	Default	Function>Road Transport> Core Function> Roads	1	Technical Services	R8,000,000
2017/18 CALLM_TEC_0017_MIG	To provide sustainable services infrastructure	MP301 TEC_RDS Construction of Ekulindeni Ring Road	Construction of Ekulindeni Ring Road	Capital>Infrastructure>Existing> Upgrade and Additions> Roads, Pavement, Bridges and Storm Water	Default	Function>Road Transport> Core Function> Roads	12	Technical Services	R5,000,000
2017/18 CALLM_TEC_0018_MIG	To provide sustainable services infrastructure	MP301 TEC_RDS Construction of Mayflower Ring Road	Construction of Mayflower Ring Road	Capital>Infrastructure>Existing> Upgrade and Additions> Roads, Pavement, Bridges and Storm Water	Default	Function>Road Transport> Core Function> Roads	4, 9	Technical Services	R8,000,000
2017/18 CALLM_TEC_0019_MIG	To provide sustainable services infrastructure	MP301 TEC_RDS Construction of Mahoxo Ring Road	Construction of Mahoxo Ring Road	Capital>Infrastructure>Existing> Upgrade and Additions> Roads, Pavement, Bridges and Storm Water	Default	Function>Road Transport> Core Function> Roads	2	Technical Services	R10,000,000
2017/18 CALLM_TEC_0020_MIG	To provide sustainable services infrastructure	MP301 TEC_RDS Construction of Mooplaza Ring Road	Construction of Mooplaza Ring Road	Capital>Infrastructure>Existing> Upgrade and Additions> Roads, Pavement, Bridges and Storm Water	Default	Function>Road Transport> Core Function> Roads	19	Technical Services	R5,000,000
2017/18 CALLM_TEC_0021_MIG	To provide sustainable services infrastructure	MP301 TEC_RDS Construction of Paving Road - Tjakastad	Construction of Paving Road - Tjakastad	Capital>Infrastructure>Existing> Upgrade and Additions> Roads, Pavement, Bridges and Storm Water	Default	Function>Road Transport> Core Function> Roads	13, 18	Technical Services	R7,000,000
2017/18 CALLM_TEC_0022_MIG	To provide sustainable services infrastructure	MP301 TEC_RDS Construction of Paving Road in Carolina Town	Construction of Paving Road in Carolina Town	Capital>Infrastructure>Existing> Upgrade and Additions> Roads, Pavement, Bridges and Storm Water	Default	Function>Road Transport> Core Function> Roads	15	Technical Services	R5,000,000
2017/18 CALLM_TEC_0023_MIG	To provide sustainable services infrastructure	MP301 TEC_RDS Construction of Paving Road in Emanzina Town	Construction of Paving Road in Emanzina Town	Capital>Infrastructure>Existing> Upgrade and Additions> Roads, Pavement, Bridges and Storm Water	Default	Function>Road Transport> Core Function> Roads	15	Technical Services	R5,000,000

Municipal Priority or IDP Program IDP Number	Strategic Objective	Project Name	Project Description	Project Segment	Costing Segment	Function Segment	Region Segment (Ward No)	Municipal Standard Classification	Budget Forecast		
									2017/2018	2018/2019	
2017/18 CALLM_TEC_0024_MIG	To provide sustainable services infrastructure	MP301_TEC_RDS_Construction of Paving Road in Carolin Town	Construction of Paving Road in Nhlazatsha 2	Capital>Infrastructure>Existing>Upgrade and Additions>Roads, Pavement, Bridges and Storm Water	Default	Function>Road Transport>Core Function>Roads	15	Technical Services	R5,000,000	R5,000,000	
2017/18 CALLM_TEC_0025_MIG	To provide sustainable services infrastructure	MP301_TEC_RDS_Construction of Paving Road in Carolin Town	Construction of Paving Road in Nhlazatsha 4	Capital>Infrastructure>Existing>Upgrade and Additions>Roads, Pavement, Bridges and Storm Water	Default	Function>Road Transport>Core Function>Roads	15	Technical Services	R5,000,000	R5,000,000	
ELECTRICITY											
2017/18 CALLM_TEC_ELE	To provide sustainable services infrastructure	MP301_TEC_ELE_Construction of High mast lights	Construction of high mast lights	Capital>Infrastructure>New>Electricity>Street Lighting and Signal Systems	Default	Function>Electricity>Core Function>Street Lighting and Signal Systems	All Wards	Technical Services	R5,000,000		
2017/18 CALLM_TEC_0027_INEP	To provide sustainable services infrastructure	MP301_TEC_RDS_Upgrading of Silobela Substation	Upgrading of Silobela Substation	Capital>Infrastructure>Existing>Upgrade and Additions>Electricity>Buildings, Fixtures and Improvements	Default	Function>Electricity>Core Function>Electricity	15, 21, 22	Technical Services	R7,000,000		
2017/18 CALLM_TEC_0028_INEP	To provide sustainable services infrastructure	MP301_TEC_RDS_Upgrading of Emanzana Substation	Upgrading of Emanzana Substation	Capital>Infrastructure>Existing>Upgrade and Additions>Electricity>Buildings, Fixtures and Improvements	Default	Function>Electricity>Core Function>Electricity	17, 23	Technical Services	R5,000,000		
2017/18 CALLM_TEC_0029_INEP	To provide sustainable services infrastructure	MP301_TEC_RDS_Construction of Pieter de Bruin Park: Switching Station	Construction of Pieter de Bruin Park: Switching Station	Capital>Infrastructure>Existing>Upgrade and Additions>Electricity>Buildings, Fixtures and Improvements	Default	Function>Electricity>Core Function>Electricity	21	Technical Services	R10,000,000		
COMMUNITY ASSETS											
2017/18 CALLM_TEC_0030_MIG	To provide sustainable services infrastructure	MP301_TEC_COM_Construction of Pieter de Bruin Park: Switching Station	Construction of Silobela Sport Fields	Capital>Infrastructure>Existing>Upgrade and Additions	Default	Function>Public Safety>Core Function>Fire Fighting and Protection	15, 22	Technical Services	R4,185,200		
2017/18 CALLM_TEC_0031_MIG	To provide sustainable services infrastructure	MP301_TEC_COM_Construction of Pieter de Bruin Fire Station	Construction of Elukwatinini Fire Station	Capital>Infrastructure>New	Default	Function>Public Safety>Core Function>Fire Fighting and Protection	10, 13, 14, 16, 18, 20, 24, 25	Technical Services	R5,000,000		
2017/18 CALLM_TEC_0032_MIG	To provide sustainable services infrastructure	MP301_TEC_COM_Construction of Elukwatinini Management Centre	Construction of Elukwatinini Management Centre	Capital>Infrastructure>New	Default	Function>Public Safety>Core Function>Fire Fighting and Protection	10, 13, 14, 16, 18, 20, 24, 25	Technical Services	R6,000,000		
2017/18 CALLM_TEC_0033_MIG	To provide sustainable services infrastructure	MP301_TEC_COM_Construction of Dundonald Taxirank	Construction of Dundonald Taxi rank	Capital>Infrastructure>New	Default	Function>Community and Social Services>Non-Core Function>Disaster Management	4, 5, 7, 9, 11	Technical Services	R5,000,000		
2017/18 CALLM_TEC_0034_MIG	To provide sustainable services infrastructure	MP301_TEC_COM_Construction of Emanzana Transfer Station	Construction of Emanzana Transfer Station	Capital>Infrastructure>Existing>Upgrade and Additions>Solid Waste Disposal	Default	Function>Community and Social Services>Non-Core Function>Community Halls and Facilities	17, 23	Technical Services	R5,000,000		
2017/18 CALLM_TEC_0035_MIG	To provide sustainable services infrastructure	MP301_TEC_COM_Construction of Ekulindeni Transfer Station	Construction of Ekulindeni Transfer Station	Capital>Infrastructure>Existing>Upgrade and Additions>Solid Waste Disposal	Default	Function>Waste Management>Core Function>Solid Waste Removal	12	Technical Services	R5,000,000		

Municipal Priority or IDP Program IDP Number	Strategic Objective	Project Name	Project Description	Project Segment	Costing Segment	Function Segment	Region Segment (Ward No)	Municipal Standard Classification	Budget Forecast		
									2017/2018	2018/2019	2019/2020
2017/18 CALLM_TEC_0036_MIG	To provide sustainable services infrastructure	MP301_TEC_COM_Transfer Station	Construction of Empulizi Transfer Station	Capital>Infrastructure>Existing> Upgrade and Additions> Solid Waste Disposal	Default	Function>Waste Management> Core Function> Solid Waste Removal	4,5,7, 9,11	Technical Services		R5,000,000	
2017/18 CALLM_TEC_0037_MIG	To provide sustainable services infrastructure	MP301_TEC_COM_Community Hall	Construction of Steynsdorp Community Hall	Capital>Infrastructure>Existing> Upgrade and Additions	Default	Function>Community and Social Services> Non-Core Function> Community Halls and Facilities	19	Technical Services		R4,305,550	
2017/18 CALLM_TEC_0038_MIG	To provide sustainable services infrastructure	MP301_TEC_COM_Construction of Femei Community Hall	Construction of Femei Community Hall	Capital>Infrastructure>Existing> Upgrade and Additions	Default	Function>Community and Social Services> Non-Core Function> Community Halls and Facilities	1,2,3	Technical Services		R5,000,000	
2017/18 CALLM_TEC_0039_MIG	To provide sustainable services infrastructure	MP301_TEC_COM_Construction of Tjekstad Community Hall	Construction of Tjekstad Community Hall	Capital>Infrastructure>Existing> Upgrade and Additions	Default	Function>Community and Social Services> Non-Core Function> Community Halls and Facilities	13,18	Technical Services		R5,000,000	
2017/18 CALLM_TEC_0040_OTHER	To provide sustainable services infrastructure	MP301_TEC_COM_Construction of Council Chamber	Construction of Council Chamber	Capital>Infrastructure>Existing> Upgrade and Additions	Default	Function>Executive and Council> Core Function> Mayor and Council	22	Technical Services		R7,000,000	
Total Budget									R133,185,200	R139,109,050	R159,305,550
									R126,185,200		
									R7,000,000		

Source: 2017/18 IDP

5.1 Financial Projections

5.1.1 Revenue - Functional

Description R,000	Ref	Budget Year 2017/18												Medium Term Revenue and Expenditure Framework																													
		July			August			September			October			November			December			January			February			March			April			May			June			Budget Year 2017/18		Budget Year +1 2018/19		Budget Year +2 2019/20	
		Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome	Outcome									
Revenue - Functional																																											
Governance and administration	126,495	8,440	8,562	8,301	102,441	8,926	8,076	8,532	58,920	8,506	8,401	8,050	363,670	393,994	418,560																												
Executive and council	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-												
Budget and treasury office																																											
Finance and administration	126,495	8,440	8,562	8,301	102,441	8,926	8,076	8,532	58,920	8,506	8,401	8,050	363,670	393,994	418,460																												
Internal audit	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-													
Community and public safety																																											
Community and social services	8	10	8	10	8	7	9	10	8	7	9	10	8	7	6	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7	7												
Sport and recreation	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-												
Public safety	3	2	2	3	3	2	1	2	1	2	1	2	2	3	4	3	3	4	3	3	3	3	3	3	3	3	3	3	3	3	3												
Housing	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-												
Health	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-												
Economic and environmental services																																											
Planning and development	397	380	397	401	413	355	414	420	372	305	373	540	4,767	5,053	5,356																												
Road transport	380	385	355	388	398	370	401	465	369	340	389	317	4,557	3,265	3,461																												
Environmental protection	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-													
Trading services																																											
Energy sources	2,368	2,428	2,121	2,000	2,567	2,500	2,131	2,067	2,360	2,400	2,599	2,867	28,408	30,112	31,919																												
Water management	617	594	615	690	622	579	667	687	600	731	706	300	7,408	7,853	8,324																												
Waste water management	684	699	694	590	654	789	674	676	701	720	650	683	8,214	8,706	9,229																												
Waste management	657	690	657	601	657	659	659	690	700	696	460	7,883	8,356	8,857																													
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-												
Total Revenue - Functional	131,609	13,628	13,411	12,984	107,763	14,285	13,032	13,538	64,022	13,711	13,825	13,227	425,355	456,976	485,850																												

Source : MP301 Albert Luthuli – Table SA27 2017/18 Budget

6. SERVICE DELIVERY TARGETS AND PERFORMANCE INDICATORS

6.1 KEY PERFORMANCE AREA 1 : BASIC SERVICE DELIVERY (CREATING DECENT LIVING CONDITIONS FOR OUR COMMUNITIES)

Goal : Sustainable service delivery

6.1.1 TECHNICAL SERVICES

6.1.1.1 Provision of Potable Water

Priority Area	Strategic Objective	Performance Indicator	Outcome	Impact	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets			Data source	Evidence	
									Q1	Q2	Q3	Q4		
KPA : SUSTAINABLE SERVICE DELIVERY														
Water	To increase basic water to 100%	Number of boreholes drilled and equipped	Improved access	Sustained services delivery	81.8%	20	R 2m	Annual	Planning and Specification stage	Procurement stage	Construction	20	Reports	Council resolution
	Number of water tankers procured	Improved access	Sustained services delivery	81.8%	1 x Water tanker	R 1m	Annual	Planning and Specification stage	Procurement stage	1 x Water Tanker			Reports	Council resolution
	Number of existing water schemes upgraded	Improved access	Sustained services delivery	81.8%	1 x Treatment Scheme	R 25m	Annual	Planning and Specification stage	Procurement stage	Construction	1 x Water Treatment Scheme		Reports	Council resolution
	Number of water reticulation rehabilitated	Improved access	Sustained services delivery	81.8%	14km	R 10m	Annual	Planning and Specification stage	Procurement stage	Construction	14km		Reports	Council resolution
	Number of envirosan/ smartsan/ alternative to VIP installed	Improved access	Sustained services delivery	96.6%	450HH	R 10m	Annually	Planning and Specification stage	Procurement stage	Construction	450 households		Reports	Council resolution
	Number of households connected to waterborne sanitation	Improved access	Sustained services delivery	96.6%	80HH	R 23m	Annually	Planning and Specification stage	Procurement stage	Construction	80 households		Reports	Council resolution
	Number of honey sucker truck procured	Improved access	Sustained services delivery	1	1 x honey sucker	R 1m	Annually	Planning and Specification stage	Procurement stage	1 x Honey sucker			Reports	Council resolution
To construct public infrastructure and amenities	Number of Sport facility upgraded		New Indicator	1 x Upgrade sport facility	R 4.1m	Annual	Planning and Specification stage	Procurement stage	Construction	1 x Sport facility upgraded			Reports	Council resolution
	Number of Fire Station & Disaster Management Centre constructed		New indicator	1 x Elukwatinii Fire Station & Disaster Management Centre	R 10m	Annual	Planning and Specification stage	Procurement stage	Construction	1 x Elukwatinii Fire Station & Disaster Management Centre			Reports	Council resolution

6.11.1a Water - Operational Budget Allocation

	Details (Note 0640)	Original Budget	Adjusted Budget	Actual	Variance to Budget
Total Operational Revenue		-7 408 461	not applicable	not available	not available
Expenditure:					
Employee Related Cost		34 776 548	not applicable	not available	not available
Repairs and Maintenance		2 565 000	not applicable	not available	not available
Other		12 049 121	not applicable	not available	not available
Total Operational Expenditure		49 725 131	not applicable	not available	not available
Net Operational Expenditure		-42 316 671	not applicable	not available	not available

Source: CALM Budget 2017/18

6.11.1b Sanitation - Operational Budget Allocation

	Details (Note 0650)	Original Budget	Adjusted Budget	Actual	Variance to Budget
Total Operational Revenue		-8 213 611	not applicable	not available	not available
Expenditure:					
Employee Related Cost		2 125 350	not applicable	not available	not available
Repairs and Maintenance		200 000	not applicable	not available	not available
Other		3 227 264	not applicable	not available	not available
Total Operational Expenditure		5 623 824	not applicable	not available	not available
Net Operational Expenditure		-2 589 787	not applicable	not available	not available

Source: CALM Budget 2017/18

6.1.12 Access to Electricity and Maintenance

Goal 2 : Sustainable Service Delivery

Priority Area	Strategic Objective	Performance Indicator	Outcome	Impact	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets			Data source	Evidence	
									Q1	Q2	Q3	Q4		
PROGRAMME OWNER														
Electricity	To increase access to basic electricity to 100%	Number of households electrified	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Reliable and safe supply to prolong life of equipment according to NERSA license	96.6%	600 households	R 11.8m	Annually	Planning and Specification stage	Procurement stage	Construction	600 households electrified	Reports	Council resolution
		Number of substations upgraded	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Reliable and safe supply to prolong life of equipment according to NERSA license	0	1x substation (Slobela)	R 7m	Annually	Planning and Specification stage	Procurement stage	Construction	1x substation (Slobela)	Reports	Council resolution
		Number of Public lighting installed	Outcome 6: An efficient, competitive and responsive economic infrastructure network	Reliable and safe supply to prolong life of equipment according to NERSA license	98	10 high mast lights	R 4m	Annual	Planning and Specification stage	Procurement stage	Construction	10 high mast lights	Reports	Council resolution

6.1.1.2a Electricity - Operational Budget Allocation

Details (Vote 0630)	Original Budget	Adjusted Budget	2017/18		Variance to Budget
			Actual	not applicable	
Total Operational Revenue		-28 408,008		not applicable	not applicable
Expenditure:					
Employee Related Cost	3 883 334	not applicable		not available	not available
Repairs and Maintenance	4 500 000	not applicable		not available	not available
Other	77 239 227	not applicable		not available	not available
Total Operational Expenditure	85 622 561	not applicable		not applicable	not applicable
Net Operational Expenditure	-57 214 553	not applicable		not applicable	not applicable

6.1.1.3 Roads and Maintenance

Goal: Sustainable Service Delivery

Priority Area	Strategic Objective	Performance Indicator	Outcome	Impact	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets				Data Source	Evidence
									Q1	Q2	Q3	Q4		
Roads and Storm Water	To upgrade gravel roads to surfaced roads	Kms of gravel roads paved and surfaced	Improved access to road infrastructure	Improved structure of gravel roads and safety of road users	106km	5km	R5m	Annual	Planning and specification stage	Procurement stage	Construction	5km paved or surfaced roads	Report	Council resolution
	To repair and maintain gravel roads	Number of yellow fleet procured	Well maintained roads increasing the lifespan	Safe road infrastructure and prolonged lifespan	549km	1 x Tipper truck	R1m	Annual	Planning and specification stage	Procurement stage	Procurement stage		Report	Council resolution
	To construct public infrastructure and amenities	Number of foot bridges and storm water systems provided	Improved access to road infrastructure	Improved structure of gravel roads and safety of road users	5	10	R 500 000	Annual	Planning and specification stage	Procurement stage	Procurement stage	10 foot bridges	Report	Council resolution

6.1.1.3a Roads and Storm Water - Operational Budget Allocation

Details (Vote 0320)	Original Budget	2017/18		
		Adjusted Budget	Actual	Variance to Budget
Total Operational Revenue	-1 477,000	not applicable	not applicable	not applicable
Expenditure:				
Employee Related Cost	7 004 633	not applicable	not available	not applicable
Repairs and Maintenance	3 307 000	not applicable	not available	not applicable
Other	587 500	not applicable	not available	not applicable
Total Operational Expenditure	10 899 133	not applicable	not applicable	not applicable
Net Operational Expenditure	9 422 133	not applicable	not applicable	not applicable

6.1.14 Mechanical Workshop - Operational Budget Allocation

	Details (Vote 0620)	Original Budget	Adjusted Budget	Actual	Variance to Budget
Total Operational Revenue		0	not applicable	not applicable	not applicable
Expenditure:					
Employee Related Cost		502 540	not applicable	not available	not available
Repairs and Maintenance		64 800	not applicable	not available	not available
Other		70 200	not applicable	not available	not available
Total Operational Expenditure		637 540	not applicable	not applicable	not applicable
Net Operational Expenditure		-637 540	not applicable	not applicable	not applicable

6.1.15 Technical Services - Contribution to Capital Expenditure

Priority Area	Project Name	IDP Code	Vote Number	Project Outcome	Original Budget	Adjusted Budget	Start Date	End Date	Ward	Source of Funding	Project Number	Total Cost
Water	None	-	-	-	-	-	-	-	-	-	-	-
Sanitation	Infrastructure	n/a	0650/6015	-	150 000	n/a	01/07/2017	30/06/2018	n/a	Own	n/a	150 000
Electricity	Equipment and Tools	n/a	0630/6009	-	50 000	n/a	01/07/2017	30/06/2018	n/a	Own	n/a	50 000
Infrastructure	n/a	0630/6015	-	1 200 000	n/a	01/07/2017	30/06/2018	n/a	Own	n/a	1 200 000	-
Roads and Stormwater	None	-	-	-	-	-	-	-	-	-	-	-
Mechanical Workshop	None	-	-	-	-	-	-	-	-	-	-	-

6.1 KEY PERFORMANCE AREA 1 : BASIC SERVICE DELIVERY (CREATING DECENT LIVING CONDITIONS FOR OUR COMMUNITIES)

6.1.2 PROJECT MANAGEMENT (PMU)

Priority Area	Strategic Objective	Performance Indicator	Outcome	Impact	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets			Data Source	Evidence	
									Q1	Q2	Q3	Q4		
KPA : SUSTAINABLE SERVICE DELIVERY - INFRASTRUCTURE DEVELOPMENT														
Infrastructure Development	To construct public infrastructure and amenities	Number of foot bridges and storm water systems	Reduced back logs	Improved access	5	10	R500 000	Annual	Planning and specification stage	Procurement stage	Construction	10 foot bridges	Report	Council resolution
	Number of public lighting installed	Reduced back logs	Improved access	98	10 high mast lights	R4m	Annual	Planning and specification stage	Procurement stage	Construction	10 high mast lights	Report	Council resolution	
	To construct public infrastructure and amenities	Number of sport facilities upgraded	Reduced back logs	New Indicator	1 x upgrade sport facility	R4.1m	Annual	Planning and specification stage	Procurement stage	Construction	1 x sport facility upgraded	Report	Council resolution	
	Number of Fire Station and Disaster Management Centre constructed	Reduced back logs	Improved access	New indicator	1 x Fire Station and Disaster Management Centre at Elukwatin	R10m	Annual	Planning and specification stage	Procurement stage	Construction	1 x Fire Station and Disaster Management Centre at Elukwatin	Report	Council resolution	

6.1.2a Project Management Unit (PMU) - Operational Budget Allocation

Details (Note 0603)	2016/17		
	Original Budget	Adjusted Budget	Actual
Total Operational Revenue		-4 430 800	not applicable
Expenditure:			not applicable
Employee Related Cost	3 744 777	not applicable	not available
Repairs and Maintenance	0	not applicable	not available
Other	686 023	not applicable	not available
Total Operational Expenditure	4 430 800	not applicable	not applicable
Net Operational Expenditure	0	not applicable	not applicable

6.1.2a Project Management Unit (PMU) - Operational Budget Allocation

		2016/17		
Details (Vote 003)		Original Budget	Adjusted Budget	Actual
				Variance to Budget
				not applicable
Total Operational Revenue		-4 430 800	not applicable	not applicable
Expenditure:				
Employee Related Cost		3 744 777	not applicable	not available
Repairs and Maintenance		0	not applicable	not available
Other		686 023	not applicable	not available
Total Operational Expenditure		4 430 800	not applicable	not applicable
Net Operational Expenditure		0	not applicable	not applicable

Source: CALM Operational Budget 2017/18

6.1 KEY PERFORMANCE AREA 1 : BASIC SERVICE DELIVERY (CREATING DECENT LIVING CONDITIONS FOR OUR COMMUNITIES)

6.1.3 COMMUNITY AND PUBLIC SAFETY SERVICES

Priority Area	Strategic Objective	Performance Indicator 2017/18	Outcome	Impact	Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets				Data Source	Evidence
								Q1	Q2	Q3	Q4		
KPA : BASIC SERVICE DELIVERY													
Refuse Removal	To provide sustainable and reliable services to communities	Number of households receiving refuse removal services	Adherence to law	Clean environment	10 000 households	Operational budget	Quarterly	2 500 households	2 500 households	2 500 households	2 500 households	Weekly plans	Reports
		Number of disaster relief packages dispatched	Adherence to law	Safe communities	4	Operational Budget	Quarterly	1	1	1	1	Register of dispatched packages	Reports
		Number of law enforcement infringements fines issued	Adherence to law	Safe communities	8 000	Operational Budget	Quarterly	2 000	2 000	2 000	2 000	Register of infringements booklets	Reports
		Number of incidents and response attended	Adherence to law	Safe communities	20	Operational Budget	Quarterly	5	5	5	5	Register of the incident /accident	Reports
		Number of landfill sites maintained	Adherence to law	Clean environment	5 landfill sites	Operational Budget	Quarterly	5	5	5	5	Weekly plans	Reports

6.1.3a Community Services (Administration) - Operational Budget Allocation

Details (Vote 0401)	Original Budget	Adjusted Budget	2017/18		Variance to Budget
			Actual	not applicable	
Total Operational Revenue		0		not applicable	not applicable
Expenditure:					
Employee Related Cost	5 145 184	not applicable	not available	not available	not available
Repairs and Maintenance	0	not applicable	not available	not available	not available
Other (Standby Contractor)	402 150	not applicable	not available	not available	not available
Total Operational Expenditure	5 547 334	not applicable	not applicable	not applicable	not applicable
Net Operational Expenditure	-5 547 334	not applicable	not applicable	not applicable	not applicable

6.1.3b Community Services (Library) - Operational Budget Allocation

Details (Vote 0403)		Original Budget		Adjusted Budget		2017/18	
						Variance to Budget	
Total Operational Revenue		0		not applicable		not applicable	not applicable
Expenditure:							
Employee Related Cost		1 400 085		not applicable		not available	not available
Repairs and Maintenance		0		not applicable		not available	not available
Other (Standby Contractor)		32 687		not applicable		not available	not available
Total Operational Expenditure		1 432 772		not applicable		not applicable	not applicable
Net Operational Expenditure		-1 432 772		not applicable		not applicable	not applicable

6.1.3c Community Services (Cemetery) - Operational Budget Allocation

Details (Vote 0405)		Original Budget		Adjusted Budget		2017/18	
						Variance to Budget	
Total Operational Revenue				-98 255		not applicable	not applicable
Expenditure:							
Employee Related Cost		1 949 280		not applicable		not available	not available
Repairs and Maintenance		11 662		not applicable		not available	not available
Other (Standby Contractor)		1 009 212		not applicable		not available	not available
Total Operational Expenditure		2 970 154		not applicable		not applicable	not applicable
Net Operational Expenditure		-2 871 899		not applicable		not applicable	not applicable

6.1.3d Community Services (Parks and Recreation) - Operational Budget Allocation

Details (Vote 0411)		Original Budget		Adjusted Budget		2017/18	
						Variance to Budget	
Total Operational Revenue		0		not applicable		not applicable	not applicable
Expenditure:							
Employee Related Cost		4 875 054		not applicable		not available	not available
Repairs and Maintenance		33 708		not applicable		not available	not available
Other		206 149		not applicable		not available	not available
Total Operational Expenditure		5 114 911		not applicable		not applicable	not applicable
Net Operational Expenditure		-5 114 911		not applicable		not applicable	not applicable

6.1.3e Community Services (Refuse Removal) - Operational Budget Allocation

	Details (Note 0450)	Original Budget	Adjusted Budget	Actual	Variance to Budget
Total Operational Revenue		-7 882 766	not applicable	not applicable	not applicable
Expenditure:					
Employee Related Cost		2 649 636	not applicable	not available	not available
Repairs and Maintenance		16 854	not applicable	not available	not available
Other (Standby Contractor)		7 247 586	not applicable	not available	not available
Total Operational Expenditure		9 914 076	not applicable	not applicable	not applicable
Net Operational Expenditure		-2 031 310	not applicable	not applicable	not applicable

6.1.3f Public Safety Services (Administration) - Operational Budget Allocation

	Details (Note 0501)	Original Budget	Adjusted Budget	Actual	Variance to Budget
Total Operational Revenue		0	not applicable	not applicable	not applicable
Expenditure:					
Employee Related Cost		2 939 662	not applicable	not available	not available
Repairs and Maintenance		0	not applicable	not available	not available
Other		75 500	not applicable	not available	not available
Total Operational Expenditure		3 015 162	not applicable	not applicable	not applicable
Net Operational Expenditure		-3 015 162	not applicable	not applicable	not applicable

6.1.3g Public Safety Services (Disaster Management) - Operational Budget Allocation

	Details (Note 0503)	Original Budget	Adjusted Budget	Actual	Variance to Budget
Total Operational Revenue		0	not applicable	not applicable	not applicable
Expenditure:					
Employee Related Cost		522 735	not applicable	not available	not available
Repairs and Maintenance		25 000	not applicable	not available	not available
Other		550 200	not applicable	not available	not available
Total Operational Expenditure		1 097 935	not applicable	not applicable	not applicable
Net Operational Expenditure		-1 097 935	not applicable	not applicable	not applicable

6.1.3h Public Safety Services (Fire Brigade) - Operational Budget Allocation

Details (Vote 0505)		Original Budget	Adjusted Budget	2016/17	
				Actual	Variance to Budget
Total Operational Revenue		-29,896	not applicable		not applicable
Expenditure:					not applicable
Employee Related Cost		4 557 250	not applicable		not available
Repairs and Maintenance		125 000	not applicable		not available
Other		631 136	not applicable		not available
Total Operational Expenditure		5 313 386	not applicable		not applicable
Net Operational Expenditure		5 283 490	not applicable		not applicable

6.1.3i Public Safety Services (Safety and Security) - Operational Budget Allocation

Details (Vote 0507)		Original Budget	Adjusted Budget	2016/17	
				Actual	Variance to Budget
Total Operational Revenue		0	not applicable		not applicable
Expenditure:					not applicable
Employee Related Cost		0	not applicable		not available
Repairs and Maintenance		0	not applicable		not available
Other		20 881 441	not applicable		not available
Total Operational Expenditure		20 881 441	not applicable		not applicable
Net Operational Expenditure		-20 881 441	not applicable		not applicable

6.1.3j Public Safety Services (Road Safety) - Operational Budget Allocation

Details (Vote 0511)		Original Budget	Adjusted Budget	2016/17	
				Actual	Variance to Budget
Total Operational Revenue		-3 080 221	not applicable		not applicable
Expenditure:					not applicable
Employee Related Cost		5 946 827	not applicable		not available
Repairs and Maintenance		165 000	not applicable		not available
Other		673 000	not applicable		not available
Total Operational Expenditure		6 784 827	not applicable		not applicable
Net Operational Expenditure		-3 704 606	not applicable		not applicable

6.1.3k Community Services - Contribution to Capital Expenditure

Priority Area	Project Name	IDP Code	Vote Number	Project Outcome	Original Budget	Adjusted Budget	Start Date	End Date	Ward	Source of Funding	Project Number	Total Cost
Cemeteries	Vehicles	n/a	0405/6003		1 000 000	n/a	01/07/2017	30/06/2018	n/a	Own	n/a	1 000 000
Parks and Recreation	Equipment and Tools	n/a	0411/6009		32 860	n/a	01/07/2017	30/06/2018	n/a	Own	n/a	32 860
Refuse Removal	Buildings, Fencing and Grounds	n/a	0450/6007		124 720	n/a	01/07/2017	30/06/2018	n/a	Own	n/a	124 720
Fire Brigade	Equipment and Tools	n/a	0450/6009		850 000	n/a	01/07/2017	30/06/2018	n/a	Own	n/a	850 000
	Vehicles	n/a	0450/6011		1 500 000	n/a	01/07/2017	30/06/2018	n/a	Own	n/a	1 500 000
	Equipment and Tools	n/a	0505/4523		150 000	n/a	01/07/2017	30/06/2018	n/a	Own	n/a	150 000
	Computer-Hard/Software	n/a	0505/6007		15 000	n/a	01/07/2017	30/06/2018	n/a	Own	n/a	25 000

6.1 KEY PERFORMANCE AREA 1 : BASIC SERVICE DELIVERY (CREATING DECENT LIVING CONDITIONS FOR OUR COMMUNITIES)

6.1.4 SPATIAL PLANNING AND HUMAN SETTLEMENT

Priority Area	Strategic Objective	Performance Indicator	Out come	Impact	2017/18 Annual Target		2017/18 Budget		Reporting Frequency	2017/18 Quarterly Targets			Data Source	Evidence
					Q1	Q2	Q3	Q4		Q1	Q2	Q3	Q4	
PROGRAMME OWNER														
Spatial Planning and Human Settlement	To formalise towns Ext C2 /and bad kamp Carolina Ext 1 (Padkamp)	Number of towns formalised	Approval of the township by Gert Sibande Joint Municipal Tribunal	Informal settlement with basic amenities	2 Towns formalised	CALM	Quarterly	Approved formalisation by Gert Sibande JMPT	Draft Surveyor-General Plan submitted to Surveyor-General	Approved Surveyor-General Plan	Opening of deed register	Report	Council resolution	
To establish township for Caropark Ext 2	Number of township established	Approved township establishment by Gert Sibande Joint Municipal planning tribunal	Informal settlement with basic amenities	Township established	Operational budget	Quarterly	Approved township establishment by Gert Sibande Joint Municipal Planning Tribunal (JMPT)	Draft Surveyor-General Plan submitted to Surveyor-General	Approved Surveyor-General Plan	Opening of deed register	Report	Council resolution		
To review the Land Use Scheme to align with SPLUMA	Number of Land Use Scheme /reviewed	Proclaimed land use scheme (LUS)aligned to SPLUMA and SPLUM By-law	Land use scheme approved by Council	LUS reviewed, adopted by Council and proclaimed to be aligned with SPLUMA and SPLUM By-Law	COGTA	Quarterly	Draft Land use scheme approved by Council for public participation	Adoption of final Land use scheme and proclamation	Implementation of LUS	Implementation of LUS	Report	Council resolution		
To facilitate the development of integrated human settlements (mixed use development)	Number of Integrated human settlement development facilitated	Integrated human settlement development	Draft mixed use development proposal approved by CALLM and GSMD	1 Integrated human settlement development (mixed used development established)	DHS CALM	Quarterly	•Identification and acquisition of land for development •Terms of Reference for the mixed use development •Appoint service provider	•Conduct feasibility studies (eg EIA, Geotech) •Approval of draft layout plan	Draft Surveyor-General Plan approved by Gert Sibande Municipal Tribunal (JMPT) and Surveyor-General Diagram	Report	Council resolution			
To facilitate the distribution of title deeds for various wards (by service provider)	Number of titled deed	1000 title deeds distributed in various wards (by service provider)	1000 title deeds for distribution	1000 title deeds distributed to beneficiaries	Operational budget	Quarterly	250 title deeds distributed to beneficiaries	250 title deeds distributed to beneficiaries	250 title deeds distributed to beneficiaries	Report	Cir resolution			

6.2 KEY PERFORMANCE AREA : MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

Goal : Democratic and accountable government

6.2.1 CORPORATE SERVICES

Priority Area	Strategic Objective	Performance Indicator	Baseline 2017/18	Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets			Data Source	Evidence
							Q1	Q2	Q3		
KPA : MUNICIPAL AND INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION											
Democratic and Accountable Government	To ensure a transformed institution with competent and capable human capital	Number of employees and councillors trained	50 employees and councillors in 2016/17	50 employees and councillors	Operational	Monthly	Skills audit and WSP and ATR	17	17	Report	Report
Human Resource Management	To review the organisational structure	Organisational structure reviewed	Reviewed organisational structure 2016/2017	Align the organisational structure with IDP objectives	Operational	Annually	100% filling of vacant positions	100% filling of vacant positions	100% filling of vacant positions	Report	Organogram with council resolution
	To develop the five (5) year employment equity plan	Percentage of females in management positions	30% females in management positions	5% females in management positions	Operational	Annually	1% females in management positions	1% females in management positions	1% females in management positions	Report	Report
ICT Management	To develop an ICT Strategy	ICT Strategy developed	ICT Governance Framework	ICT Strategy	Operational	Annually	Develop ToR for ICT Strategy	Approval of the strategy	Implement the strategy	Monitoring and evaluation	Report on strategy

6.2.1a Corporate Services - Operational Budget Allocation

2017/18			
Details (Vote 0301)	Original Budget	Adjusted Budget	Actual
Total Operational Revenue		0	not applicable
Expenditure:			not applicable
Employee Related Cost	13 201 008	not applicable	not applicable
Repairs and Maintenance	70 000	not applicable	not applicable
Other	227 728	not applicable	not applicable
Total Operational Expenditure	17 278 008	not applicable	not applicable
Net Operational Expenditure	-17 278 008	not applicable	not applicable

6.2.1b Corporate Services (ICT Management) - Operational Budget Allocation

Details (Vote 0305)		2017/18	
		Original Budget	Adjusted Budget
Total Operational Revenue		0	not applicable
Expenditure:			not applicable
Employee Related Cost		1 132 837	not applicable
Repairs and Maintenance		500 000	not applicable
Other		2 423 222	not applicable
Total Operational Expenditure		4 056 059	not applicable
Net Operational Expenditure		-4 056 059	not applicable

6.2.1c Corporate Services - Contribution to Capital Expenditure

Priority Area	Project Name	IDP Code	Vote Number	Project Outcome	Original Budget	Adjusted Budget	Start Date	End Date	Ward	Source of Funding	Project Number	Total Cost
ICT Management	Computer Hard and Software (Tools of Trade)	n/a	0305/6013		159 000	n/a	1/07/2017	30/06/2018	n/a	Own	n/a	159 000

6.2.2 OFFICE OF THE MUNICIPAL MANAGER - PERFORMANCE MANAGEMENT SYSTEM

Priority Area	Strategic Objective	Performance Indicator	Outcome	Impact	Baseline 2017/18	Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets			Data Source	Evidence
									Q1	Q2	Q3	Q4	
KPA : MUNICIPAL AND INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION													
Performance Management System	To institutionalise the PMS	Approved PMS Policy submitted by 31 July 2017	•Compliance with the Act •Number of quarterly assessments	Compliance with the Act	Approved PMS Framework	4 quarter assessments	None	Annually	PMS Framework policy	Review of the PMS policy	Review of the PMS policy	Council resolution Performance assessments	PMS Policy Results of assessments
Performance Agreements	Number of performance agreements of MSA S57/54 managers signed by 31 July	•100% compliance with Chapter 6 of the MSA •Performance agreements for newly appointees signed within 60 days	Compliance with the Act	Adherence to the MSA Performance Regulations 2006 (as amended)	Number and date of performance agreements •Performance agreements of MSA S54/S57 managers signed in terms of MSA S57 within the prescribed timeframe	None	Annually	7 signed performance agreements annually	7 signed performance agreements by 31 July	Apply agreements	Monitor agreements	Monitor agreements	Performance Agreements signed off

6.2.2a Performance Management System - Operational Budget Allocation

Details (Note 002)	Original Budget	Adjusted Budget	2017/18	
			Actual	Variance to Budget
Total Operational Revenue	0	not applicable	not applicable	not applicable
Expenditure:				
Employee Related Cost	0	not applicable	not applicable	not applicable
Repairs and Maintenance	0	not applicable	not applicable	not applicable
Other	101 705	not applicable	not applicable	not applicable
Total Operational Expenditure	101 705	not applicable	not applicable	not applicable
Net Operational Expenditure	-101 705	not applicable	not applicable	not applicable

6.2.2b Office of the Municipal Manager (Performance Management System) - Contribution to Capital Expenditure

Priority	Project Name	IDP Code	Vote Number	Original Budget	Project Outcome	Adjusted Budget	Start Date	End Date	Ward	Source of Funding	Project Number	Total Cost
-	None	-	-	-	-	-	-	-	-	-	-	-

6.3 KEY PERFORMANCE AREA 3 : LOCAL ECONOMIC DEVELOPMENT

6.3.1 PLANNING AND ECONOMIC DEVELOPMENT (PED)

Objective 3: To promote social and economic development / Goal 3 : To provide or promote sustainable livelihoods through socio-economic development and other related services

Priority Area	Strategic Objective	Performance Indicator	Outcome	Impact	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets			Data Source	Evidence
									Q1	Q2	Q3	Q4	
KPA 3 : LOCAL ECONOMIC DEVELOPMENT													
Local Economic Development	To promote local economic development	Number of projects promoted and marketed as per Growth and Development Plan	Improved local economic environment	Reduced poverty, unemployment and inequality	LED Strategy 2014/15 in place (under review)	Growth and Development Plan developed and approved	Operational budget	Quarterly	*Appointment of service provider •Draft Growth and Development Plan for public participation	Approved Draft Growth and Development Plan	Promote and market projects as per the Draft Growth and Development Plan	Report	Report and Council resolution
Number of LED forum meetings held	Improved local economic environment	Reduced poverty, unemployment and inequality	Non-functional LED forum	4 Functional LED forum	Operational budget	Quarterly	1 LED Forum meeting	1 LED forum meeting	1 LED forum meeting	1 LED forum meeting	Report	Report and Council resolution	
Support offered to SMME's and co-ops	Improved local economic environment	Reduced poverty, unemployment and inequality	*324 co-ops in LED database •Seven workshops conducted •Assisted 32 co-ops with registration on the Central Data Base (CDB)	12 SMMEs and co-ops supported to achieve sustainability	Operational budget	Quarterly	4 SMMEs and co-ops supported	4 SMMEs and co-ops supported	4 SMMEs and co-ops supported	4 SMMEs and co-ops supported	Report	Report and Council resolution	
To assist co-ops	*Number of co-ops identified to assist •Promote the agri-park projects	Improved local economic environment	Reduced poverty, unemployment and inequality	Agri-park projects approved	Number of co-ops assisted with training and capacity building	Operational budget	Quarterly	Agri-park projects approved	1 Youth incubation project	1 household, 1 hectare	Multi-purpose centres developed in all wards	Report	Report and Council resolution
To promote local economic development	Number of projects promoted and marketed as per Growth and Development Plan	Improved local economic environment	Reduced poverty, unemployment and inequality	LED Strategy 2014/15 in place (under review)	Growth and Development Plan developed and approved	Operational budget	Quarterly	*Appointment of service provider •Draft Growth and Development Plan for public participation	Approved Draft Growth and Development Plan	Promote and market projects as per the Draft Growth and Development Plan	Report	Report and Council resolution	

6.3.1a Planning and Economic Development - Operational Budget Allocation

Details (Vote 0701)		Original Budget		Adjusted Budget		2016/17		Variance to Budget	
Total Operational Revenue		-355 892		not applicable		not applicable		not applicable	
Expenditure:									
Employee Related Cost		6 756 788		not applicable		not applicable		not applicable	
Repairs and Maintenance		0		not applicable		not applicable		not applicable	
Other		3 545 000		not applicable		not applicable		not applicable	
Total Operational Expenditure		10 301 788		not applicable		not applicable		not applicable	
Net Operational Expenditure		9 965 896		not applicable		not applicable		not applicable	

6.3.1b Planning and Economic Development – Contribution to Capital Expenditure

Priority	Project Name	IDP Code	Vote Number	Project Outcome	Budget	Adjustment Budget	Start Date	End Date	Ward	Source Of Funding	Project Number	Total Cost
-	None	-	-	-	-	-	-	-	-	-	-	-

6.3.2 PROJECT MANAGEMENT UNIT (PMU)

Objective 3: To promote social and economic development / Goal 3 : To provide or promote sustainable livelihoods through socio-economic development and other related services

Priority Area	Strategic Objective	Performance Indicator	Outcome	Impact	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets				Data Source	Evidence
									Q1	Q2	Q3	Q4		
KPA 3 : LOCAL ECONOMIC DEVELOPMENT														
Infrastructure Development and Project Management	To reduce unemployment by 7%	Number of cooperatives supported	Improved local economic environment	Reduced poverty, unemployment and inequality	4 cooperatives	5 cooperatives	Linked to projects	Annually	Planning and specification stage	Procurement stage	2 cooperatives	3 cooperatives	Reports	Reports and Council resolutions

6.4 KEY PERFORMANCE AREA 4 : GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Goal: Enhance public participation and good governance

6.4.1 CORPORATE SERVICES

Priority Area	Strategic Objective	Performance Indicator	Outcome	Impact	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets			Data source	Evidence	
									Q1	Q2	Q3	Q4		
PROGRAMME OWNER CORPORATE SERVICES														
Good governance and public participation	To develop a public participation strategy	Public Participation Strategy developed	Improved communication	Professional communication	0	Public participation strategy	Operational Budget	Annually	Develop ToR	Approval of the strategy	Implementation of the strategy	Monitoring and evaluation	Approved strategy copy	Council resolution
	To ensure proper oversight and accountability	Number of oversight and accountability meetings	Improved good governance	Transparency	4 Council meetings	4 Council meetings 4 Section 79 Oversight Committee	Operational Budget	Quarterly	1 Council meetings 1 Section 79 Oversight Committee	1 Council meetings 1 Section 79 Oversight Committee	1 Council meetings 1 Section 79 Oversight Committee and site visits	1 Council meetings 1 Section 79 Oversight Committee and site visits	Council minutes Reports	Council resolution
	Number of functional oversight committees	Number of functional oversight committees	Improved good governance	Transparency	4 functional advisory committee	4 functional advisory committee	Operational Budget	Quarterly	Unqualified audit opinion	Unqualified audit opinion with no matters	Unqualified audit opinion with no matters	Unqualified audit opinion with no matters	Council minutes Reports	Council resolution
	Number of functional ward committee, oversight and stakeholders	Number of functional ward committee, oversight and stakeholders	Improved good governance	Transparency	23 functional ward committees, government structures and stakeholders	25	Operational Budget	Monthly	25	25	25	25	Council minutes Reports	Council resolution
	Number of Mayoral Izimbizo's	Number of Mayoral Izimbizo's	Improved good governance	Transparency	6 Mayoral Izimbizo's	6 Mayoral Izimbizo's	Operational Budget	Annually	1 Mayoral Izimbizo	2 Mayoral Izimbizo's	1 Mayoral Izimbizo	2 Mayoral Izimbizo's	Council minutes Reports	Council resolution
	Number of stakeholders' meetings	Number of stakeholders' meetings	Improved good governance	Transparency	8 stakeholder forums	8 stakeholder forums	Operational Budget	8 stakeholders forums	8 stakeholders forums	8 stakeholders forums	8 stakeholders forums	8 stakeholders forums		

6.4.2 OFFICE OF THE MUNICIPAL MANAGER: PERFORMANCE MANAGEMENT SYSTEM

Priority Area	Strategic Objective	Performance Indicator	Outcome	Impact	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets			Data source	Evidence
									Q1	Q2	Q3	Q4	
PROGRAMME OWNER OFFICE OF THE MUNICIPAL MANAGER : PMS													
Performance Management System	To institutionalise the PMS	Approved PMS Framework	Improved good governance	Transparency	4 quarter assessments	PMS Framework policy in Quarter 1	Operational Budget	Annually	Review of the PMS policy	Implement policy	Implement policy	Council minutes Reports	Council resolution
	Number of reports	Improved good governance	Transparency	4 quarterly reports	4 quarterly reports	Operational Budget	Quarterly	1 report	1 report	1 report	1 report	Council minutes Reports	Council resolution
12 Back-to-basics report	Improved good governance	Transparency	12 monthly reports	12 monthly B2B reports	Operational Budget	Monthly by the 15 th of every month	3 reports	3 reports	3 reports	3 reports	3 reports	Council minutes Reports	Council resolution
1 mid-year report by 25/01	Improved good governance	Transparency	1 mid-year report by 25 January annually	1 mid-year report by 25 January 2018	Operational Budget	Once a year by 25 January			Assessment in line with section 72 MFMA		Report by 25/01/2018 to council	Council minutes Reports	Council resolution
1 Annual report tabled	Improved good governance	Transparency	Annual report submitted by 31 August 2016	Draft to Council by 31 August 2018	Operational Budget	Once a year by 31 August	Consolidation of all quarterly reports table draft Annual Performance Report (APR)	Publicity of APR	Tabling of APR to council	Oversight and submission to legislature by 7 April 2018	Council minutes Reports	Council resolution	

6.4.3 OFFICE OF THE MUNICIPAL MANAGER: INTERNAL AUDIT UNIT

Priority Area	Strategic Objective	Performance Indicator	Outcome	Impact	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets				Data source	Evidence
									Q1	Q2	Q3	Q4		
PROGRAMME OWNER OFFICE OF THE MUNICIPAL MANAGER: AUDIT														
Internal Audit	To ensure improved good governance	Number of Audit reports tabled on audit risk	Improved good governance	Transparency	4 reports	4 reports	Operational Budget	Quarterly	Audit report	Audit report	Audit report	Audit report	Council minutes Reports	Council resolution

6.4.3a Internal Audit Unit - Operational Budget Allocation

Details (Vote 0701)		Original Budget	Adjusted Budget	Actual	Variance to Budget
Total Operational Revenue				not applicable	not applicable
Expenditure:					
Employee Related Cost			not applicable	not applicable	not applicable
Repairs and Maintenance			not applicable	not applicable	not applicable
Other			not applicable	not applicable	not applicable
Total Operational Expenditure			not applicable	not applicable	not applicable
Net Operational Expenditure			not applicable	not applicable	not applicable

Source: CALM Budget 2016

Source: CALM Budget 2016

6.4.3b Internal Audit Unit – Contribution to Capital Expenditure

Priority	Project Name	IDP Code	Vote Number	Project Outcome	Budget	Adjustment Budget	Start Date	End Date	Ward	Source Of Funding	Project Number	Total Cost
-	None	-	-	-	-	-	-	-	-	-	-	-

6.4.4 OFFICE OF THE MUNICIPAL MANAGER: RISK MANAGEMENT UNIT

Priority Area	Strategic Objective	Performance Indicator	Outcome	Impact	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets			Data Source	Evidence
									Q1	Q2	Q3	Q4	
PROGRAMME OWNER OFFICE OF THE MUNICIPAL MANAGER : RISK													
Risk Management	To ensure improved good governance	Risk Register	Improved good governance	Transparency	1 Register submitted	1 Register submitted	Operational Budget	Quarterly	1 Register submitted				Council minutes Reports
	Number of training on risk	Improved good governance	Transparency	1 Training conducted	2 training	2 training	Operational Budget	Quarterly	1 report	1 report	1 report	1 report	Council resolution
	Number of risk reports	Improved good governance	Transparency	4 reports	4 reports	4 reports	Operational Budget	Quarterly	1 report	1 report	1 report	1 report	Council minutes Reports
	Number of risk meetings	Improved good governance	Transparency	4 meetings	4 meetings	4 meetings	Operational Budget	Quarterly	1 report	1 report	1 report	1 report	Council minutes Reports

6.4.4a Risk Management Unit - Operational Budget Allocation

Details (Vote 0701)		Original Budget	Adjusted Budget	Actual	Variance to Budget
Total Operational Revenue				not applicable	not applicable
Expenditure:					not applicable
Employee Related Cost				not applicable	not applicable
Repairs and Maintenance				not applicable	not applicable
Other				not applicable	not applicable
Total Operational Expenditure				not applicable	not applicable
Net Operational Expenditure				not applicable	not applicable

6.4.4.b Risk Management Unit - Contribution to Capital Expenditure

Priority	Project Name	IDP Code	Vote Number	Project Outcome	Budget	Adjustment Budget	Start Date	End Date	Ward	Source Of Funding	Project Number	Total Cost
-	None	-	-	-	-	-	-	-	-	-	-	-

Source: CALM Budget 2016

6.5 KEY PERFORMANCE AREA 5 : FINANCIAL VIABILITY AND MANAGEMENT

Goal : To enhance revenue collection

6.5.1a FINANCE, BUDGET AND TREASURY

Priority Area	Strategic Objective	Performance Indicator	Outcome	Impact	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets			Data source	Evidence
									Q1	Q2	Q3		
PROGRAMME OWNER : FINANCIAL SERVICES													
Revenue Collection	To ensure financial sustainability through improved billing system	% Increase in revenue collection	Improved revenue	Improved service delivery	65%	75%	Operational Budget	Quarterly	75%	75%	75%	Council minutes Reports	Council resolution

6.5.1b TECHNICAL SERVICES

Priority Area	Strategic Objective	Performance Indicator	Outcome	Impact	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets			Data source	Evidence
									Q1	Q2	Q3		
PROGRAMME OWNER : TECHNICAL SERVICES (DTS/PMU)													
Contribution to Increase Revenue	To increase revenue to 65%	Number of electricity prepaid smart meters	Improved revenue	Improved service delivery	2 000	55%	2 000	R 3m	500	500	500	Report	Council resolution
		Number of conventional electrified boreholes converted to prepaid electricity	Improved revenue	Improved service delivery	0	0	10	R 100 000	2	2	3	Report	Council resolution
		Number of water meters installed	Improved revenue	Improved service delivery								Report	Council resolution

6.5.1c TECHNICAL SERVICES

Priority Area	Strategic Objective	Performance Indicator	Outcome	Impact	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets				Data Source	Evidence
									Q1	Q2	Q3	Q4		
PROGRAMME OWNER: PLANNING AND ECONOMIC DEVELOPMENT (PED)														
Contribution to Increase Revenue	To enhance Income through leasing LED properties	Number of property billed / leased	Improved revenue	Ensure 100% payment of LED property leasing fees	4 properties available	100% LED related properties leased out and income received	Operational Budget	Quarterly	R13,893	R13,893	R13,893	R13,893	Report	Council resolution
	To enhance revenue through approval of all building plans submitted	Number of building plans	•Ensure 100% payment of all building plans fees	•Create income through approval of residential and business plans	Council approved building plan fees R120 000 collected	•100% of all submitted building plans approved •Enforcement of building regulations in all new buildings	Operational Budget	Quarterly	R30 000	R30 000	R30 000	R30 000	Report	Council resolution
	To enhance revenue through approval of all land use applications	Number of application on land use charged	•Ensure 100% payment of all land use application fees	•Create income through approval of residential and business plans	Council approved building plan fees R30 000 collected	•Ensure 100% payment of all land use application fees •Create income through approval of residential and business plans	Operational Budget	Quarterly	R7,500	R7,500	R7,500	R7,500	Report	Council resolution

6.5.1d COMMUNITY SERVICES

Priority Area	Strategic Objective	Performance Indicator	Outcome	Impact	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18 Quarterly Targets				Data source	Evidence
									Q1	Q2	Q3	Q4		
PROGRAMME OWNER: PLANNING AND ECONOMIC DEVELOPMENT (PED)														
Contribution to Increase Revenue	To contribute to revenue collection through refuse removal	Number of households supplied with refuse bins/ registered for billing	Improved revenue	Improved service delivery	12 909 households	10 000 households	Quarterly	2 500 households	2 500 households	2 500 households	2 500 households	Signed off delivery register	Refuse bins register	Council resolution

6.5.2 FINANCIAL VIABILITY AND MANAGEMENT

FINANCIAL SERVICES

Priority Area	Strategic Objective	Performance Indicator	Outcome	Impact	Baseline	2017/18 Annual Target	2017/18 Budget	Reporting Frequency	2017/18			2017/18			Data source	Evidence	
									Q1	Q2	Q3	Q4	Q1	Q2	Q3		
PROGRAMME OWNER : FINANCIAL SERVICES																	
Effective and efficient management of municipal finances	To maintain positive operating cash flow represented by net cash flow from operating activities after capital expenditure.	Number of Financial status quo Reports	Improved revenue	Improved service delivery	4 quarterly reports	4 quarterly reports	4 quarterly reports	Quarterly	1	1	1	1	1	1	1	Report	Council Resolution
Achieve Clean Audit Outcome	To develop, implement and monitor the Audit Action Plan to address issues raised by the Auditor-General	% reduction in number of Audit Queries from Auditor General	Achieve clean audit outcome	4 quarterly reports	4 quarterly reports	4 quarterly reports	Quarterly	1	1	1	1	1	1	1	1	Report	Council Resolution
	To develop a Fixed Asset Register which records all municipal assets	Number of physical asset counts and impairment test	Asset Register, records	Effective Asset Management System	4 quarterly reports	4 quarterly reports	4 quarterly reports	Quarterly	1	1	1	1	1	1	1	Report	Council Resolution
	To ensure procurement processes which comply fully with the SCM policy	Number of reports on awards made through SCM process	Fair, transparent, equitable, cost effective SCM processes	Fair, transparent, equitable, cost effective SCM processes	4 quarterly reports	4 quarterly reports	4 quarterly reports	Quarterly	1	1	1	1	1	1	1	Report	Council Resolution

6.5.1a Budget and Treasury Office - Operational Budget Allocation

Details (Vote 0201)		Original Budget	Adjusted Budget	Actual	Variance to Budget
Total Operational Revenue		-2 635 604	not applicable	not applicable	not applicable
Expenditure:					
Employee Related Cost		2 991 248	not applicable	not applicable	not applicable
Repairs and Maintenance	0	not applicable	not applicable	not applicable	not applicable
Other	42 095 325	not applicable	not applicable	not applicable	not applicable
Total Operational Expenditure	45 086 573	not applicable	not applicable	not applicable	not applicable
Net Operational Expenditure	-42 450 969	not applicable	not applicable	not applicable	not applicable

6.5.1b Income Section - Operational Budget Allocation

Details (Vote 0220)		Original Budget	Adjusted Budget	Actual	Variance to Budget
Total Operational Revenue		-357 237 870	not applicable	not applicable	not applicable
Expenditure:					
Employee Related Cost	9 675 405	not applicable	not applicable	not applicable	not applicable
Repairs and Maintenance	70 615	not applicable	not applicable	not applicable	not applicable
Other	34 432 673	not applicable	not applicable	not applicable	not applicable
Total Operational Expenditure	44 178 693	not applicable	not applicable	not applicable	not applicable
Net Operational Expenditure	-313,059,175	not applicable	not applicable	not applicable	not applicable

6.5.1e Expenditure Section - Operational Budget Allocation

Details (Vote 0231)		Original Budget	Adjusted Budget	Actual	Variance to Budget
Total Operational Revenue		-1 700 000	not applicable	not applicable	not applicable
Expenditure:					
Employee Related Cost	3 378 882	not applicable	not applicable	not applicable	not applicable
Repairs and Maintenance	0	not applicable	not applicable	not applicable	not applicable
Other	2 776 418	not applicable	not applicable	not applicable	not applicable
Total Operational Expenditure	6 155 300	not applicable	not applicable	not applicable	not applicable
Net Operational Expenditure	-4 455 300	not applicable	not applicable	not applicable	not applicable

6.5.1g Supply Chain Management - Operational Budget Allocation

Details (Vote 003)		2017/18			
		Original Budget	Adjusted Budget	Actual	Variance to Budget
Total Operational Revenue		-119 604	not applicable	not applicable	not applicable
Expenditure:					
Employee Related Cost		3 633 653	not applicable	not applicable	not applicable
Repairs and Maintenance		0	not applicable	not applicable	not applicable
Other		2 152 900	not applicable	not applicable	not applicable
Total Operational Expenditure		5 786 553	not applicable	not applicable	not applicable
Total Net Expenditure		-5 666 949	not applicable	not applicable	not applicable

6.5.1h Finance, Budget and Treasury - Contribution to Capital Expenditure

Priority Area	Project Name	IDP Code	Vote Number	Project Outcome	Original Budget	Adjusted Budget	Start Date	End Date	Ward	Source of Funding	Project Number	Total Cost
Budget and Treasury	None	-	-	-	-	-	-	-	-	-	-	-
Income Section	Equipment and Tools	-	0220/6009	-	29 639	n/a	1/07/2017	30/06/2017	n/a	Own	n/a	29 639
Expenditure Section	None	-	-	-	-	-	-	-	-	-	-	-
Supply Chain Management	None	-	-	-	-	-	-	-	-	-	-	-

Sources : CALM IDP and Budget 2017/8
CALM Operational Budget 2017/18

Thus done and signed at Carolina on this 23rd day of June 2017.

MANDLA S DLAMINI
Accounting Officer
Chief Albert Luthuli Municipality
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CIR DANIEL P NKOSI
Executive Mayor
Chief Albert Luthuli Municipality